

PRINCIPAL OFFICIALS
SEMINOLE COUNTY GOVERNMENT

BOARD OF COUNTY COMMISSIONERS

DICK VAN DER WEIDE
County Commission Chairman
District 3

GRANT MALOY
District 1

RANDALL C. MORRIS
Vice Chairman
District 2

CARLTON HENLEY
District 4

DARYL MCLAIN
District 5

APPOINTED OFFICIALS

Kevin Grace, County Manager
Robert A. McMillan, County Attorney

CONSTITUTIONAL OFFICERS

Maryanne Morse
Clerk of the Circuit Court

H. W. "Bill" Suber
Property Appraiser

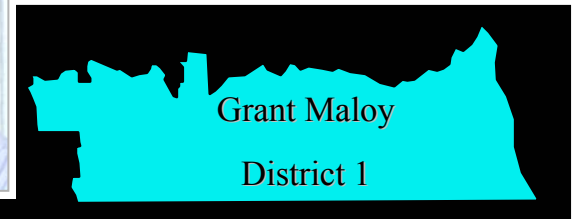
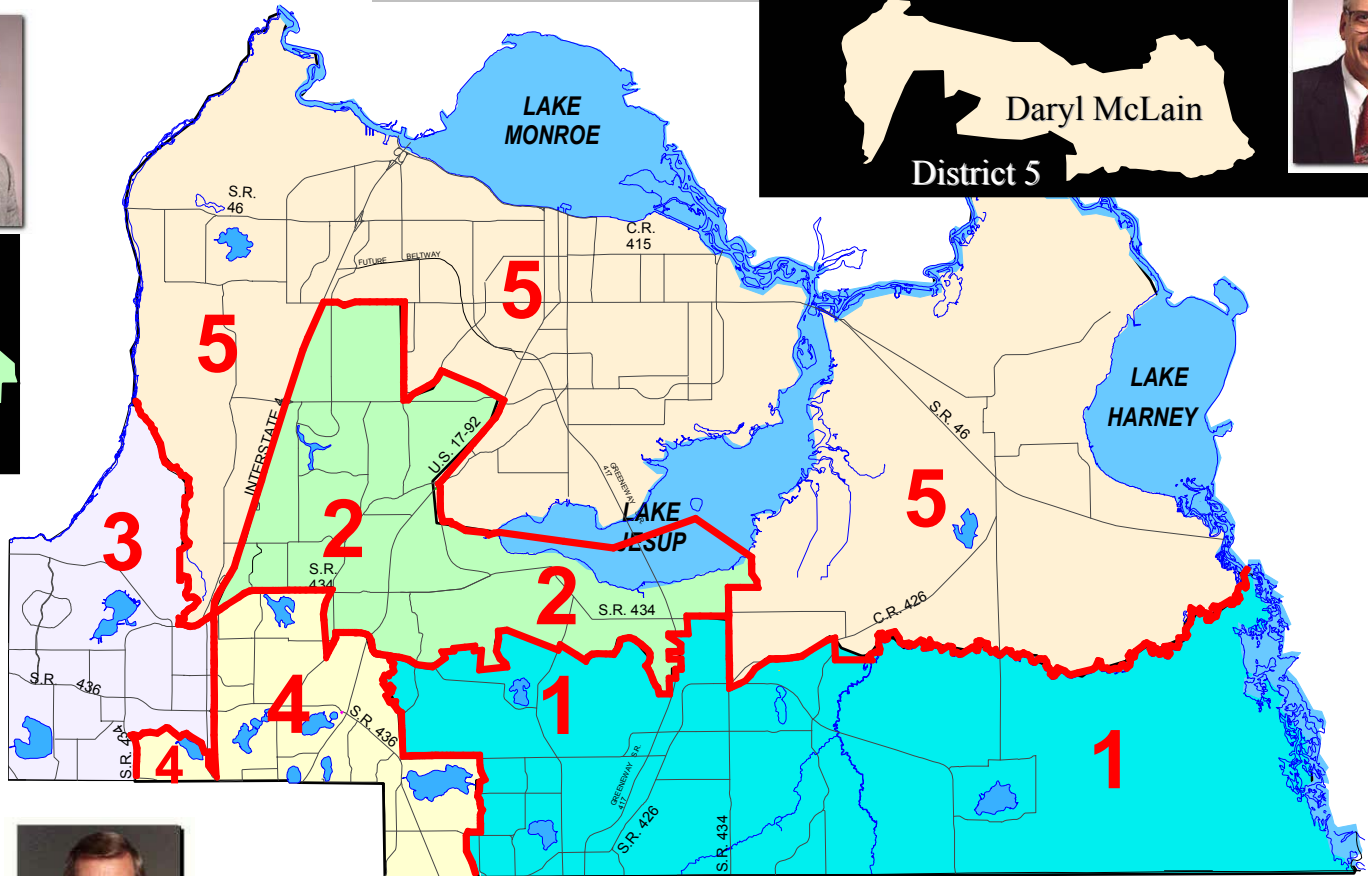
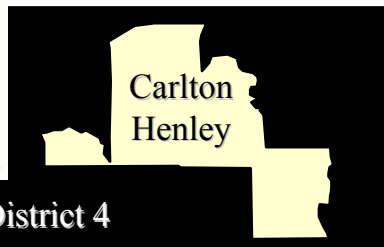
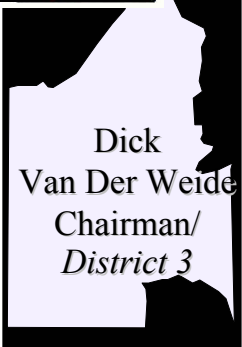
Sandra Goard
Supervisor of Elections

Donald F. Eslinger
Sheriff

Ray Valdes
Tax Collector



Seminole County Commission Districts



FISCAL SERVICES DEPARTMENT

BUDGET PREPARATION STAFF

ADMINISTRATION

Cindy Hall.....Fiscal Services Director

Liz ParkhurstAdministrative Assistant

Nate Ferguson Grants Administrator

BUDGET DIVISION

Ginger Barrett.....Budget Manager

Betty B. Newton.....Principal Analyst

Crockett HunterPrincipal Analyst

Mary MatthewsSenior Analyst

Jason ShoweSenior Analyst

Debbie Smith Analyst

MUNICIPAL SERVICES BENEFIT UNIT (M.S.B.U.)

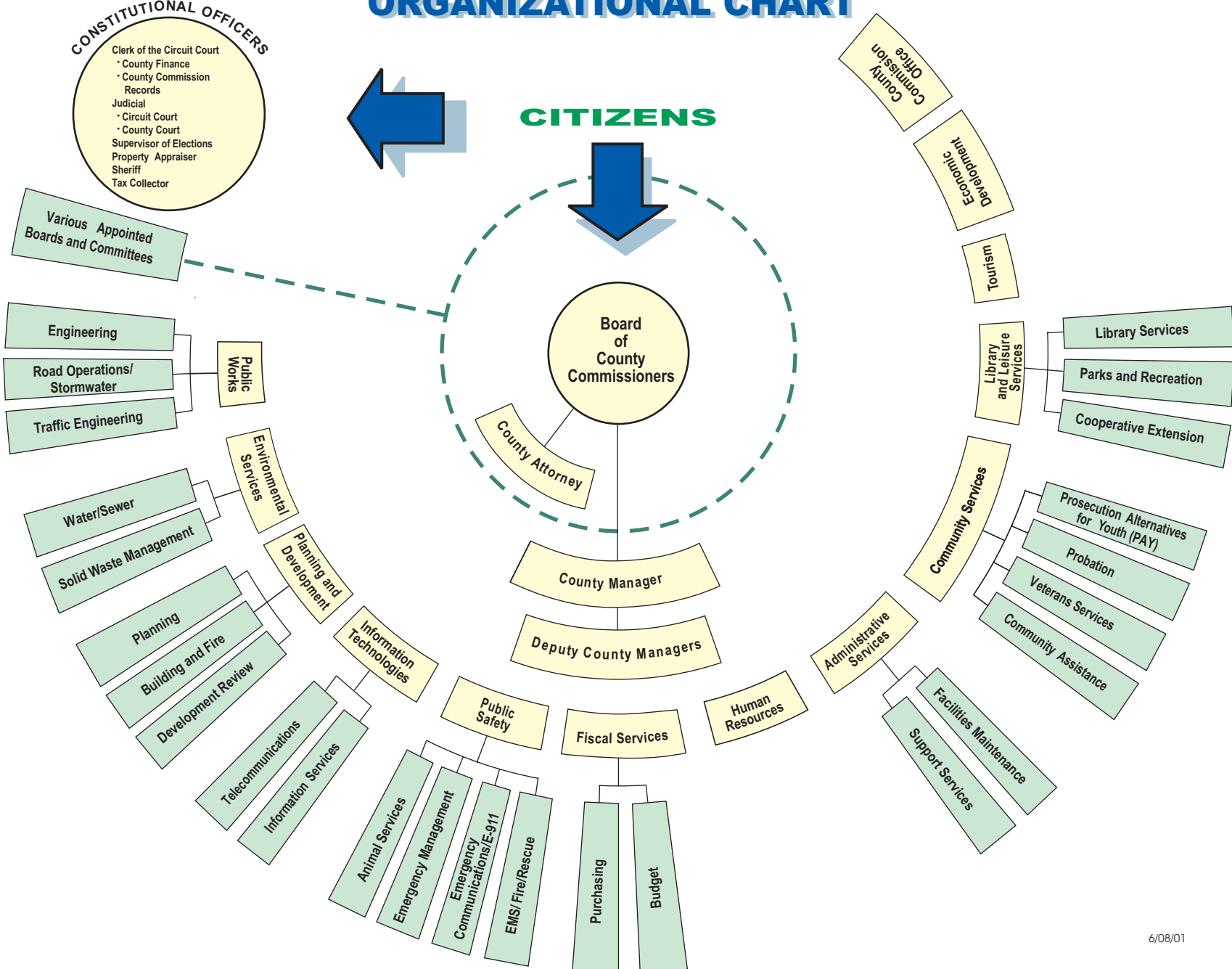
Linda Polk.....Program Manager

Gail BigelowSenior Analyst

Jennifer BeroStreet Lighting Analyst

Pam O'Conner-HendrickAssociate Analyst

ORGANIZATIONAL CHART



HOW TO USE THE BUDGET DOCUMENT

This section assists readers in understanding how the budget document is organized and what information is presented. The Seminole County budget is divided into the following major sections:

Introduction

General information about the County and its budget philosophy and process, financial policies (which form the foundation of the County's budget development and financial management processes); and other general information.

Budget Summary Information

Quick reference to basic budget information: tables, charts, and graphs show an overall picture of the County's budget from several perspectives; information relating to the County's major revenue source - property taxes; adopted budget and historical financial information.

Budget by Department

Includes the following information for each department: mission, functions, objectives, workload indicators, prior year actual expenditures, current year adopted budget, FY 2001/02 adopted and FY 2002/03 approved budgets, and a summary of new programs and highlights.

Budget by Fund

Serves to assure the reader that the County's budget is balanced at the fund level, in accordance with Florida statutory requirements. It also provides

a description of each fund's function, in addition to summary revenue and expenditure information by category.

Grants

Outlines grants received by the County from federal, state and other agencies, contributions received from the public, and grants provided by Seminole County to various agencies.

Capital Improvements Program (CIP)

Documents the County's capital improvements program and provides an overview of capital needs and associated operating impacts for a five-year period.

Debt Service

Highlights the County's outstanding and anticipated bond issues.

Special Assessments

Includes budgets for special districts created to provide projects and/or services to specifically defined areas of the County. These special districts are funded by assessments on property owners receiving benefits of the projects or services.

Appendices

Contains general reference material: glossary, explanation of fund structure and governmental accounting, information about property taxes, mandated costs, rolling stock requests and sources of revenues used to balance the County's budget.

FINANCIAL POLICIES

Seminole County's FY 2001/02 & FY 2002/03 budgets were developed using the Financial Policies defined in this segment of the budget document. The Financial Policies were established to facilitate management actions on financial decisions, as well as to assist readers in understanding County finances.

These policy statements apply to County funds in general. Federal, state and local laws, regulations and standards and specific financial policies may supersede these statements.

The benefits derived from consolidated financial policies include:

The availability of a concise reference guide for consideration in decisions associated with County financial matters.

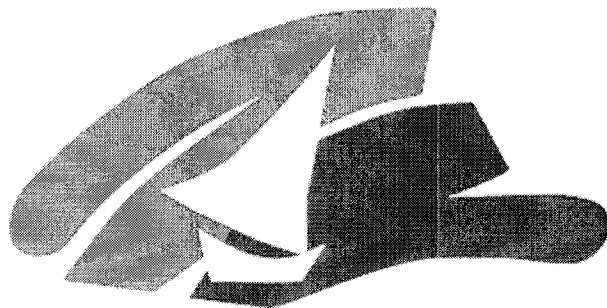
Re-direction of the financial focus to the over-all financial condition of the county rather than to a narrow focus on single issues.

Communication of a commitment to sound financial management and fiscal integrity, and strengthening credibility and confidence aspects for citizens, investors and rating agencies.

Demonstration of compliance with applicable Florida statutory requirements.

The Financial Policies on the following pages are grouped into the following categories:

- Budget Policies
- Revenue Policies
- Expenditure Policies
- Reserve Policies
- Debt Policies
- Capital Improvement Policies



BUDGET POLICIES:

Balanced Budget

The County's annual budget shall be balanced; that is, total estimated receipts, including balances brought forward, shall equal total appropriations and reserves (Florida Statutes 129.01(2)(b)).

Budget Adoption

The Board of County Commissioners shall adopt the County's annual budget at a fund level.

Estimates of Receipts

Estimated receipts shall include 95% of all receipts reasonably anticipated from all sources, including taxes to be levied, and 100% of balance to be brought forward at the beginning of the fiscal year (Florida Statutes, 129.01(2)(b) and 200.065(2)(a)).

Contingencies

A reserve for contingencies will be budgeted in operating and capital funds, amounts not to exceed 10% of the total budget, for reallocation by the Board of County Commissioners as needed to fund unforeseen needs during the budget year (Florida Statutes, 129.01(2)(c)(1)).

Reserve for Cash Carry Forward

A reserve for cash forward will be budgeted in any fund which requires monies to be carried forward into the budget year to support operations until sufficient current revenues are received. This reserve will not exceed 20% of the

budget (Florida Statutes, 129.01(2)(c)(2)).

Budget Transfers

The County Manager has authority to approve intradepartmental transfers (excluding capital expenditures) up to \$25,000, and the Fiscal Services Department Director up to \$2,500. A report must be submitted periodically to the Board of County Commissioners detailing each intradepartmental transfer so authorized. All budget transfers impacting the capital budget including new equipment over \$750 and utilizing capital savings for items not approved in the budget, interdepartmental transfers and transfers out of contingency accounts or reserves require approval of the Board of County Commissioners.

New Positions

Submission of partial year funding requests for new permanent full time positions is prohibited unless specifically authorized by the Board of County Commissioners as a special or emergency need.

Emergency Budget Policy

In order to be fiscally prepared for all emergencies (either economic, natural disaster, or act of war), a budgetary procedure shall be in place to deal with emergency situations.

Upon adoption of the annual budget, all Directors, in cooperation with the Fiscal Services Department, shall develop a plan to decrease overall expenditures for that fiscal year by 5% not later than December 1.

Fiscal Services Department Director shall review items to be decreased for overall operational impact and legal authority.

A summary report identifying emergency budget decreases shall be prepared by Fiscal Services outlining items and financial savings and submitted to the County Manager by January 1.

County Manager shall monitor economic trends.

County Manager shall monitor the emergency situation and provide the Board of County Commissioners (BCC) daily, weekly, or monthly updates, depending on the type of emergency, in order to provide the BCC with timely financial information.

The County Manager shall report emergency situations to the BCC as soon as possible and all Department Directors notified as soon thereafter as possible.

If an emergency budget is needed, based on the type or level of emergency, the County Manager shall notify the BCC of the impending emergency and request authorization to implement an emergency budget.

BCC shall authorize change from emergency budget status to adopted budget status.

REVENUE POLICIES:

General Revenue Policy

Generally, the County reviews estimated revenue and fee schedules as part of the budget process. Estimated revenue is conservatively projected (at 95% of estimate) for five (5) years and is updated annually. Proposed rate increases are based upon the following:

Fee policies applicable to each fund or activity

The related cost of the service provided

The impact of inflation in the provision of services

Equity of comparable fees.

The revenue policy of Seminole County includes these informal policies, along with requirements for maintaining a diversified and stable revenue system to shelter the County from short-run fluctuations in any one revenue source.

Revenue Summaries

As part of the annual budget process, a consolidated summary of revenue sources will be prepared and incorporated into the County's budget documents.

Ad Valorem Taxes

The use of ad valorem tax revenues will be generally limited to the following funds:

- General
- Transportation Trust
- Fire
- Environmentally Sensitive Lands
- Debt Service
- Trails Construction Debt Service

Gas Taxes

The use of gas tax revenues will be generally limited to the following funds:

- Transportation Trust
- Mass Transit
- Local Option Gas Tax Refunding
- Bond Series 1993 Debt Service
- Road Bonds Series 1992 A Debt Service
- Road Bonds Series 1992 B Debt Service

Sales Taxes

The use of state shared sales tax revenues will be generally limited to the following uses:

- General
- Capital Improvements
- Debt Service
- Infrastructure Improvement

Impact Fees

Seminole County shall require development activity to pay fair share fees for new capital equipment and facilities or expansion of existing equipment and facilities. Fees shall not exceed a pro rata share of the

reasonably anticipated costs of such improvements.

Impact fees have been implemented for roads, libraries, fire/rescue, and water & sewer.

Utility/Telecommunications Taxes

Utility and telecommunications taxes are levied on purchases of utilities and telecommunications services. It provides additional revenue necessary to maintain adopted levels of service for unincorporated transportation facilities, Fire/Rescue, Stormwater, and Seminole Government Television.

Tourist Development Tax

Use of tourist development tax revenues will be generally limited to the Tourism Development Fund and Tourist Development Tax Debt Service Fund.

Grants

Only such grants as can reasonably be expected to be received will be considered as revenue sources for budget development purposes. The County shall amend its budget to reflect additional grants received during the budget year.

Restricted Revenues - Bonds

Revenues which have been pledged to bondholders will be restricted and shall conform in every respect to bond covenants.

Countywide Revenues

Revenues collected on a countywide basis will be allocated only to funds which provide countywide services.

User Fees

User fees, where appropriate, should be established to offset the cost of providing specific services, and will be reviewed annually.

Private Contributions

The County provides many services to its residents that enhance the "quality of life" in our county.

To the extent possible, efforts should be made to secure private contributions, whether in the form of volunteer services, equipment, or cash contributions. This is particularly important in helping defray taxpayer burden of providing programs and activities that may be considered primarily "quality of life" in nature, such as various community services, cultural and recreational activities.

EXPENDITURE POLICIES:

Community Service Agencies

As part of its annual budget process, the County sets aside an amount of funding to be granted to various community agencies that provide valuable services to the County's residents.

Because of increasing demands on the County's limited resources, the Board of County Commissioners determines a total maximum to be allocated. In the event that a grant recipient requests additional County funding, such request will be considered independent of the allocation process.

Grant Supported County Programs

Seminole County supports a variety of programs that depend on additional grants for partial funding. If reductions occur in such grant funding amounts, program service levels will be streamlined or reduced. Additional County support will not be provided to compensate for the reduction in outside funding.

Full recovery of annual and sick leave for employees working under a grant shall be undertaken.

Performance Measures

The County will develop "performance measures" for each of its departments in order to assure that maximum productivity is being achieved.

Where performance measures demonstrate that activities could more cost-effectively be provided by outsiders, contracting out of such activities will be considered.

Performance measures will also provide management with criteria to use in evaluating departmental requests for increased funding levels.

Categorization of Services

The County will segregate its budget into two distinct categories in order to set priorities for allocating available money. Categories are as follows:

Basic Services - Services that are best performed at the County level and are associated with protecting the health and safety of citizens. Legally

mandated services or commitments are also included in this category. Budgetarily, funding represents maintaining current service levels.

Service Enhancements - An improvement and/or enhancement to the programmatic service level.

RESERVE POLICIES:

A formally adopted reserve policy is an important factor in maintaining the fiscal health of Seminole County. There are three primary types of reserves:

Operating Reserves
Capital Reserves
Debt Reserves

The degree of need for these reserves differs based on type of fund or operation involved. However, one policy statement for each type of reserve can be uniformly applied to most funds (excluding enterprise funds, which are subject to various regulatory requirements).

Board approval is required to move funds from reserve accounts into expenditure line items.

Operating Reserves

It is the County's goal to maintain adequate undesignated reserves in operating funds to provide a buffer against revenue fluctuations and unforeseen emergencies. Two types of undesignated operating reserves are appropriated in the budget:

Contingency Reserves
Cash Carry Forward Reserves

Capital Reserves

Capital reserves are established primarily to set aside funds to provide for additional future projects, or additions to existing budgeted projects, which may be deemed appropriate for funding after the annual budget is adopted.

Debt Reserves

Debt reserves are established to protect bondholders from payment defaults. Adequate debt reserves are essential in maintaining good bond ratings and the marketability of bonds.

The amount of debt reserves is established by bond indenture in association with each bond issuance.

DEBT POLICIES:

A formal debt policy is an important factor to insure the most efficient methods of financing are utilized by the county resulting in the lowest total cost of borrowing. It is the County's policy to use competitive bidding, whenever possible, for all debt issued by the County. The complexity of the debt issuance process varies depending on the type of financing requiring the County to employ qualified consultants (bond counsel, financial advisors, independent accountants, etc.) to assist the County in obtaining the most cost effective financing.

County staff and consultants should adhere to the following guidelines in structuring each debt issuance.

Method of Financing

The County will use a "pay as you go" policy unless internal funding is not sufficient to meet capital needs or future citizens will realize a significant portion of the benefit of a project.

Financing Parameters (Guidelines)

Projects will not be financed for greater than the useful life of the improvement.

Whenever economically feasible, the County will use revenue, special assessment or other self-supporting bonds instead of general obligation bonds.

The County will use the competitive method of sale unless one or more of the following conditions exists:

1. Unstable market conditions which require flexibility in pricing or precise timing which would not be expected through a competitive sale.
2. Concerns regarding credit quality and availability of credit enhancements.
3. Security for repayment is new, unproven or may be perceived as unreliable by the market.
4. Innovative or unusual structuring techniques are required.
5. Changes or anticipated changes in laws or regulations would make prompt sale of bonds desirable.

Credit enhancement will be utilized when necessary to lower total borrowing costs.

The County will competitively bid investment of escrow funds for advance refundings if it is expected that bids will result in lower costs and the required securities are available in the market.

Debt Issuance Plans

The County will include debt issuance plans in its long-term capital plan.

CAPITAL IMPROVEMENT POLICIES:

Five-Year Program

The County will develop a five-year Capital Improvements Program as part of each year's annual budget process, and will make all capital improvements in accordance with the adopted annual County budget.

The County will identify the estimated costs and potential funding sources for each capital project before it is submitted to the Board of County Commissioners as a component of the five-year program.

Operating Costs

Costs of operating and maintaining all proposed projects will be identified and incorporated in five-year financial projections.

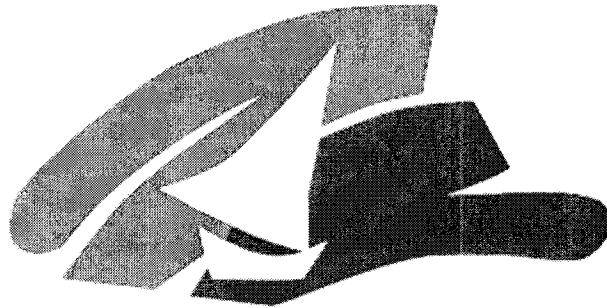
Capital Financing

The County Manager will determine and recommend to the Board of County Commissioners the least costly financing method for all capital projects.

Renewal and Replacement

The County shall develop and implement a program for identifying, scheduling and budgeting renewal and replacement of capital facilities.

These policy statements apply to County funds in general. Federal, state and local laws, regulations and standards and specific financial policies may supersede these statements.



BUDGET PHILOSOPHY AND PROCESS

PHILOSOPHY

Seminole County is committed to providing high levels of service to its residents, at the lowest possible cost, in order to minimize taxpayer burden. In developing the County's budget, attention is given to assuring that the budget is in balance, both on an overall basis and within each of the funds. Within that endeavor, the budget is designed to reflect the direction of the Board of County Commissioners and the best interests of the citizens of Seminole County.

PROCESS

Fiscal Year

Seminole County's budget is based on a fiscal, rather than calendar, year. The fiscal year begins on October 1 and ends on September 30. Fiscal Year 2001/02 runs from October 1, 2001 through September 30, 2002; Fiscal Year 2002/03 starts on October 1, 2002 and runs through September 30, 2003.

Statutory Requirements

In the State of Florida, county budgets are governed by State statutes. Chapter 129 of Florida Statutes, entitled "County Annual Budget," specifically directs (among other requirements) that a budget be prepared annually, that it be balanced, and that in no case shall total appropriations of any budget be exceeded (Florida Statutes 129.07).

Funds Included

The County's budget is consolidated and presents planned disposition of all available resources in all funds. The Board of County Commissioners' adopted budget serves as the County's financial plan for the ensuing fiscal year.

Basis of Accounting and Budgeting

County accounts are organized on the basis of funds, sub-funds, and account groups, each of which is considered a separate accounting entity. Operations of each fund are accounted for with a separate set of self-balancing accounts, which comprise its assets, fund equity, revenues and expenditures.

A modified accrual basis of accounting is used for governmental funds (general, special revenue, debt service and capital projects). Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which services or goods are received and liabilities are incurred.

Revenue is considered available if it is collected during the current period, or after the end of the period but in time to pay current year-end liabilities. Revenue is generally considered to be measurable if cash flow can be reasonably estimated. Expenditures, for the most part, are recorded on an accrual basis because they are measurable when they are incurred. In Proprietary Funds (Enterprise and Internal Service), the accrual basis of accounting/budgeting is used. Revenues are recognized in the accounting period in which they are

earned and become measurable. Expenditures are recognized in the accounting period in which they are incurred.

Essential elements of the accrual accounting method include:

- 1) Deferral of expenditures and subsequent amortization of deferred costs (pre-paid expenses, supplies, etc.).
- 2) Deferral of revenues until they are earned.
- 3) Capitalization of certain expenditures and subsequent depreciation of capitalized assets (depreciation of machinery cost).
- 4) Accrual of revenues that have been earned and expenses that have been incurred.

Budget Adoption Process

Florida Statutes chapters 129 and 200 specify annual budget process requirements. In February, the Fiscal Services Department in conjunction with operating departments updates revenue projections for the budget year and four years into the future. Fiscal Services finalizes these projections and determines available resources for the upcoming budget year.

During March, department directors meet with the Deputy County Managers to examine programs. Departments then complete their budget proposals and after review by Fiscal Services Analysts, proposals are reviewed jointly by the Fiscal Services Department and the Deputy County Managers. The County Manager provides final review and direction. Based on this direction, the Fiscal Services Department

prepares the County Manager's Proposed Budget for presentation to the Board of County Commissioners in July.

The Board of County Commissioners holds work sessions during July to review the County Manager's proposed budget and provide Fiscal Services with direction in developing the proposed budget which is made available to the public and forms the basis for the first public hearing in September. At the Board of County Commissioners' second regularly scheduled July meeting, a tentative millage is adopted and provided to the Property Appraiser for notification to all Seminole County property owners in August.

Once property owners have been notified of tentative millage and taxes, the Board of County Commissioners cannot increase millages unless new or revised notices are subsequently mailed to taxpayers. Millages and taxes may be adjusted downward at either the first or second public budget hearing without re-notification to taxpayers. Any changes directed by the Board of County Commissioners at the first public hearing are incorporated into the tentative final budget which forms the basis for the second public hearing in September.

During the second public hearing, the Board of County Commissioners adopts a resolution stating the millage rates to be levied and adopts the final budget. Per Florida statutory requirements the adopted budget becomes effective on October 1.

Amendments after Adoption

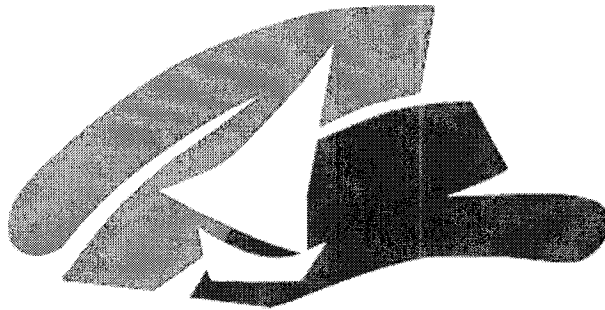
Florida Statutes direct that, upon final adoption, budgets shall regulate the expenditures of the County. Itemized estimates of expenditures shall have the effect of fixed appropriations and shall not be amended or altered or exceeded except as provided by statute.

The Board of County Commissioners at any time within a fiscal year may amend a budget for that year as follows:

- 1) Appropriations for expenditures in any fund may be increased or decreased and other appropriations in the same fund correspondingly increased or decreased with the approval of the Board of County Commissioners, provided that total appropriations of the fund are not changed.
- 2) Appropriations from the reserve for contingencies may be made to increase the appropriation for any particular expense in the same fund for any lawful purpose, but no expenditures shall be charged directly to the reserve for contingencies.
- 3) The Board of County Commissioners may appropriate the reserve for future construction and improvements for the purpose or purposes for which the reserve was established.
- 4) Revenues from a source not anticipated in the budget and received for a particular purpose (including, but not limited to, grants, donations, gifts or reimbursement for damages) may, upon approval of a resolution by the Board of County Commissioners, be appropriated and expended for that purpose. Such receipts and appropriations shall be added to the budget of the proper fund. The resolution may amend the budget to transfer revenue between funds to properly account for unanticipated revenue.
- 5) Increased receipts for enterprise or proprietary funds received for a particular purpose may, upon approval of a resolution by the Board of County Commissioners, be appropriated and expended for that purpose, in addition to the appropriations and expenditures provided in the budget.
- 6) If an amendment to the budget is required for a purpose not specifically authorized in Florida Statutes 129.06 (2)(a-e), an amendment may be authorized by resolution of the Board of County Commissioners following a public hearing advertised at least 2 days, but not more than 5 days before the hearing date.

Florida statutes provide for the delegation of authority to approve certain types of budget transfers. The Board of County Commissioners has established through resolution that the Budget Officer (County Manager) may authorize certain transfers (excluding capital budget

transfers) which are intra-departmental in nature and less than \$25,000, and the Fiscal Services Department Director less than \$2,500. All other budget transfers and amendments to the adopted budget must be approved by the Board of County Commissioners.



INFORMATION ABOUT SEMINOLE COUNTY

History

The St. Johns River, which opens Central Florida to northern contact by an inland water route more than 200 miles long, dominates the history of Seminole County.

During six years of conflict with the Seminole Indians, the river provided water transport of U.S. military troops to the first white settlement, established in 1836, on the southern shores of Lake Monroe. From Fort Mellon southward, a succession of forts was built, becoming the forerunners to present day cities.

As homesteads increased, settlers received supplies by river transport and, in turn, shipped their agricultural products to northern markets by riverboat. From the 1850's onward, steamer traffic flourished along the St. Johns River, carrying tourists as well as freight, and giving way more recently to recreational boating.

The vision of General Henry Sanford, who in 1870 introduced plans for a town near Fort Mellon, now called Sanford, stimulated area citrus growing and other agricultural pursuits. By the time of the Big Freeze in 1895, the region had become the world's largest shipper of oranges. After the devastating freeze, farmers experimented with other vegetable crops. For many years, the area was known as the celery center of the world. Fern raising became important and from 1912 to 1940, Altamonte Springs, one of the County's seven cities, boasted the world's largest fernery.

In the 1880's, rail lines began connecting the more flourishing villages. Early fort sites and settlements grew into cities along the route of the South Florida Railway, encouraging settlement and bringing wealthy northerners south for winter sojourns of boating, fishing and enjoyment of the areas popular artesian springs.

People who wanted "a Florida Boston town" provided support to the development of Altamonte Springs. Longwood, the County's oldest city, also encouraged the tourist trade with a fine resort hotel. Through the years Seminole County cities and villages engaged in sawmill activity, citrus growing, turpentine and starch manufacturing, cattle raising, and the packing and shipping of citrus and farm produce.

Location and Topography

Seminole County was split from neighboring Orange County by the Florida Legislature on April 25, 1913, and became the 50th county in the State. The County consists of seven incorporated areas and five unincorporated villages within its 344 square miles (includes water bodies). Seminole County's location between Volusia County and Orange County has made it one of the fastest growing in Florida. The scenic Wekiva River, flowing north to the St. Johns River, defines the western boundary of the County. The northern portion of the County forms the Greater Orlando Metropolitan District with its boundary on Lake Monroe. The historic St. Johns River flows north along the County's eastern boundary, through Lake

Harney, past Lake Jesup and through Lake Monroe. Surrounding counties are Volusia, Orange, Lake and Brevard. The County seat is the City of Sanford, which is located in the northern part of the County on the shores of Lake Monroe.

Seminole County is located in Central Florida within easy proximity to downtown Orlando and attractions such as Disney World, Universal Studios, Epcot, MGM Studios, Sea World, Daytona Beach and the Kennedy Space Center. It is home to the Central Florida Zoological Park (located in Sanford), a greyhound racing park, a jai-alai fronton and the U.S. Women's National Soccer Team training center at Lake Sylvan.

Many of Seminole County's natural assets are water-related. In addition to three major lakes, the St. Johns River, Big Econlockhatchee River, and the spring fed Wekiva and Little Wekiva Rivers, Seminole residents enjoy the visual and recreational pleasure of nearly 200 smaller lakes scattered throughout the County.

Housing

Although Seminole County is one of the fastest growing areas in the State of Florida, the County has been able to retain its residential community characteristics. Traditional estate homes on oversized lots, contemporary subdivision and patio homes; multi-family condominium and apartment complexes provide much of the housing in Seminole County. Most of the developments are strategically located close to shopping, churches, schools and parks. Numerous lakes and waterways offer a wide variety of

additional recreational and aesthetic amenities.

Education

The Seminole County School System has a total of 55 schools to provide educational services to 60,056 students. The school system has 34 elementary schools, 11 junior high or middle schools, 7 high schools, 2 exceptional student schools and 1 alternative educational center.

Higher education opportunities are available within the County at Seminole Community College (SCC), a fully accredited, state supported, two-year co-educational college. In addition to an Associate of Arts Degree, SCC also offers occupational and adult education programs and various vocational programs. The University of Central Florida (UCF), located in Orange County, is approximately five miles from the Seminole County line. UCF offers 76 baccalaureate degree programs, 57 masters programs, 3 specialist programs, and 19 doctoral programs. In addition, Stetson University in DeLand and Rollins College in Winter Park provide private college education.

Media Services

One daily newspaper, The Orlando Sentinel, serves Seminole County. Seven weekly newspapers are also available to residents in the County. The area is served by 11 AM and 15 FM radio stations as well as 7 area television stations including public broadcasting. Cable television is offered in many of the more developed areas of the County.

Transportation

Interstate 4 provides the main North/South interstate length through Seminole County. It connects to Interstate 95 in adjoining Volusia County and is a direct route to the downtown Orlando area, Orange County and Florida's turnpike to the south. Highway 417 (the Central Florida Greenway) is the planned beltway around Orlando. The eastern and southern part of this road have been completed connecting the City of Sanford, the Orlando International Airport and Disney World exits. Highways 17 and 92 running from north to south through the County also provide important transportation links to other areas of Florida. State Highway 46 provides major east to west link between the City of Sanford and the east coast of Florida and connects to Highway 441.

Numerous other State and County roads provide excellent highway access to all areas of the County and other adjoining areas of Florida. In addition to paved roads, the County maintains approximately 43 miles of unpaved roads and provides emergency maintenance to restore accessibility to approximately 143 additional miles of unpaved roads. This road system provides evidence of the urban and rural lifestyle mix.

Air service to all parts of the United States and several worldwide destinations is provided through nearby Orlando International Airport and Daytona Beach International Airport which are both easily accessible from any area within Seminole County. Domestic and international scheduled and charter passenger service and

worldwide air freight services are provided by Orlando/Sanford Airport in Sanford. Orlando Executive Airport in Orlando and DeLand Municipal Airport in Volusia County provide general aviation services.

The County also has bus, rail and trucking transportation services. Bus service is provided within the regional metro area by the Central Florida Regional Transportation Authority which regularly connects Sanford and all other developed areas of south Seminole County with the City of Orlando. Greyhound Bus Lines also provides regularly scheduled service between Sanford and other destinations in Florida and the United States. CSX Transportation, Inc. provides rail service for freight delivery. Amtrak maintains a passenger depot and the terminus of Auto Train within the City of Sanford.

Shopping

Within the County are numerous shopping malls serving all urbanized areas. One of the largest shopping malls in Florida, Altamonte Mall, is located within Seminole County. Adjacent to the Altamonte Mall is the Renaissance Center containing a major department store, specialty shops and restaurants. A second mall, Seminole Towne Center, located in the City of Sanford, opened in September 1995. The Seminole Towne Center mall includes 5 major department stores, 130 specialty shops, a food court, and an 8-screen movie theater. A similarly sized shopping mall, the Oviedo Crossings Mall, adjacent to the Greenway, opened in March of 1998, providing shopping amenities in the eastern sector of the County. These shopping

areas draw people from all areas of Central Florida for diverse shopping opportunities.

Medical Facilities

Medical facilities are provided by Florida Hospital/Altamonte which is part of the 7th Day Adventist Sunbelt Health System affiliated with Florida Hospital located in Orlando, the South Seminole Hospital located in Longwood, and the Central Florida Regional Hospital, located in Sanford. As a result of the easy commuting between the County and the Cities of Orlando and Daytona Beach, numerous additional hospital facilities offering high degrees of specialization are also available within the metro area. Additionally, the Seminole County Health Department offers a multitude of medical services to the citizens of Seminole County.

Public Services

The County provides a wide range of services including law enforcement, judicial services, fire protection, conservation and resource management, five County branch libraries, health and welfare facilities, historical museums, employment opportunity and development, parks and recreation facilities, economic development and tourism promotion, planning and zoning, transportation, and general administrative services.

Form of Government

The 1868 Florida Constitution established the structure of county government. One hundred years later the 1968 Revision of the Florida Constitution made virtually no change to that structure. The Constitution provided for a Board of County Commissioners whose primary responsibility was to provide roads and levy the necessary taxes to fund county government.

Although most county governments in Florida today have the same structure described in the 1868 Constitution, the mission of county government has changed dramatically in the ensuing century. Where once the primary responsibility of county government was to provide roads and fund law enforcement, it now must deal with issues such as comprehensive planning, environmental protection, impact fees, water and sewer utilities, bond issues, solid waste management, computerization and management of information systems.

The Florida Constitution provides for "home rule" county charter government when approved by the voters by referendum. Under the home rule charter, the organization and authority of county government is decided by the local citizens rather than being dependent on the Florida Legislature. The voters decide by local referendum what county government organization will be most responsive to their needs. Charter government enables the county to adopt laws without the need for prior authorization by the Legislature in Tallahassee. Seminole County voters approved a charter form of county

government effective November 8, 1988.

The charter provides for enhanced citizen participation and control of the governmental process through petition and referendum amendments to the "home rule" constitution, the repeal or initiation of new ordinances, and recall of County officials. A County Manager appointed by the Board of County Commissioners as the Chief Executive Officer of the County is responsible for the administration of County Commission policies. An administrative code detailing all of the County's regulations, policies and procedures in a single document is also a requirement of the charter.

The County is served by a Board of Commissioners, with five members, each representing one of the County's five districts. Elected by the County at large, each serves a four-year term and the terms are staggered. Other elected County offices are: Clerk of the Circuit Court, Supervisor of Elections, Property Appraiser, Tax Collector, Sheriff and five County Court Judges and nine Circuit Court Judges.

Administrative departments and divisions under the direction of the County Manager provide many services of the Board of County Commissioners.

By law, the Board must establish boundaries of the five districts within the County at least every ten years - after the official U. S. Census has been completed. However, the Board at its discretion may redraw the boundaries following state and federal requirements at any time it determines inequities exist. The intent is to make the districts

as nearly equal in population as possible.

Annually, the Board elects one of their members as Chairman. The Chairman presides over all meetings, signs all legal documents, and appoints Commissioners to various committees. The Chairman is the official representative of the Board and retains a vote on all items and issues.

The Board of County Commissioners is the executive branch of county government and individual Commissioners serve as both legislative officers and fiscal representatives of the County. Acting in good faith and within their statutory authority, the Commissioners have wide discretion.

The Board meets at the Seminole County Service Building in Sanford on the second and fourth Tuesday of each month, at 9:30 a.m., 1:30 p.m. and at 7 p.m., to take official action. In addition, the Board meets whenever necessary in work sessions to discuss matters of general importance. No official action is taken at work sessions. Minutes are recorded of all Commission meetings, work sessions and public hearings and made a part of the record in the County Commission Records Office.

Economic Trends

Increasing Average Age: The share of county population of prime working age (25-44) was 7th highest in the State by 2000. Current median age is 36.2 and is expected to creep upward over the next decade. Population aged 45-64 will be the fastest growing County age group; the 25-44 group and 0-14 group will grow at the slowest rate. The rapid

growth projected for Seminole County's population aged 45+ is expected to require increased job opportunities for the elderly and a larger supply of multifamily housing.

Decreasing Average Household Size:

The average size of Seminole County households decreased by 18% between 1970 and 1990. Between 1990 and 1998, the average household size increased slightly, however, the future trend is expected to continue downward through 2020. The decrease in household size can be attributed to increasing average age, decreasing family size and increasing numbers of one-and two-person households. As average household size decreases, the number of dwelling units needed to accommodate a projected level of population increases, as does the need for more multifamily dwelling units. To meet continuing residential demands in the coming years, the County will need to re-evaluate the long-term amount of residential acreage now assigned to the Future Land Use map.

Increasing Median Household

Income: In the 1990 Census, Seminole County registered the highest median household income in the State. Median household incomes of \$41,428 in 1995 and \$48,413 in 1998 continued to rank number one in the State. Seminole County's strong income level is largely due to its attractive residential developments and quality of life; increases in average wages in the services and finance/insurance/real estate sectors; and availability of land in close proximity to major residential areas and metropolitan roadways. As income levels rise, demand for larger, more expensive housing will increase.

These high income levels are also expected to continue to attract retail and service businesses to the area. Prime locations, designated High Intensity Planned Development along I-4, will continue to attract major employers.

Increasing Number of Jobs Relative to Population:

Seminole County is changing from a suburban to an urban county, as evidenced by its developing economy and its increased importance as a regional job center. Since 1980, growth in the number of jobs located in Seminole County has outpaced population growth. From 1980 to 2000, this growth is reflected by a 5.0% annual increase in local jobs compared to a 3.6% increase in population. The County currently has an adequate amount of adopted future land use acreage to accommodate future job growth.

Residential and Commercial Components of the Tax Base:

In the recent five year historical period, taxable value of Seminole County's total ad valorem tax base increased by 45%. By comparison, the combined impact of population and inflation was 25% for the same period. While commercial ad valorem categories have been increasing, residential property still accounts for approximately 74% of the County's total real property tax base

Population: With a relatively small geographic area (298 square miles of land area, including small lakes, and 46 square miles in water area) and large population, the County is becoming increasingly urban in character. According to 1999 estimates, Seminole County's population ranks as follows when compared with Florida's 66 other

counties: third most densely populated, 35th in population increase from 1990 to 1999, which is indicative of an expected slowdown of population growth, and 12th most highly populated county. Population increases are projected at slightly less than 2% per year through the year 2010,

<u>Population</u>						
<u>City</u>	<u>1990</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>
Altamonte Springs	34,879	38,200	39,153	39,998	40,308	41,200
Casselberry	18,911	24,393	24,552	24,631	24,727	22,629
Lake Mary	5,929	7,470	8,289	9,167	10,222	11,458
Longwood	13,316	13,598	13,674	13,705	14,052	13,745
Oviedo	11,114	20,497	21,857	22,517	22,517	26,316
Sanford	32,387	35,279	35,529	35,667	37,327	38,291
Winter Springs	22,151	26,474	27,466	28,402	29,220	31,366
Unincorporated	<u>148,842</u>	<u>164,370</u>	<u>168,338</u>	<u>171,839</u>	<u>175,775</u>	<u>180,191</u>
Total County	287,529	329,031	337,498	345,166	354,148	365,196

Sources: 2000 FSAbst
BEBR.

FY 2001/02 BUDGET PROCESS CALENDAR

